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U.S. Department of Energy  
Washington, D.C.

Secretary of Energy  
NOTICE  
SEN-14-89  
DATE: 12-15-89

SUBJECT: CLEAN COAL TECHNOLOGY DEMONSTRATION PROGRAM IMPLEMENTATION  
ARRANGEMENTS

The purpose of this directive is to establish the organizational and management arrangements necessary to streamline the administrative review and approval process for government implementation of clean coal technology projects.

The Clean Coal Technology Demonstration Program (CCT) is an integral part of the Nation's overall effort to improve environmental quality, protect the economy from escalating energy costs, and ensure that coal continues to play a significant part in the balanced mix of energy sources available to our Nation as we enter the 21st century. It is, therefore, essential that the projects selected for demonstration under this Program be implemented on an expedited basis.

Accordingly, I have established the following management objectives for the CCT Program.

- o Within one year after projects are selected under CCT-III, CCT-IV, and CCT-V, negotiations shall be completed, participants' execution of the cooperative agreements shall be obtained, and the comprehensive reports shall be provided to Congress.
- o By July 31, 1990, for those projects selected under CCT-I and CCT-II that have not yet completed the pre-award process, negotiations shall be completed, participants' execution of the cooperative agreements shall be obtained, and the comprehensive reports shall be provided to Congress.
- o Projects are to be managed after award to ensure project objectives and schedules are being achieved.
- o Project NEPA compliance activities are to be accomplished to ensure that project schedules are not unnecessarily delayed by the NEPA review and approval process.

In order to ensure that these objectives are met, I have established the Clean Coal Technology Executive Board (Executive Board) which is directly responsible for managing the administrative review and approval process for project implementation. This includes pre-award activities, as well as any post-award activities that are necessary to insure the CCT projects remain on schedule so that the award objectives of the CCT program are obtained.

The Executive Board is composed of the Assistant Secretaries for Fossil Energy (FE-1), Environment, Safety, and Health (EH-1), Management and Administration (MA-1), and the General Counsel (GC-1). Each Board member may designate an alternate, with full signature authority. To ensure timely availability of the Board to expedite the review and approval process, Board meetings must be attended by the Board member or his/her designated alternate. The Assistant Secretary for Fossil Energy (ASFE) chairs the

Executive Board, and is authorized to convene it as often as circumstances warrant. The Executive Board is responsible to me for achieving the objectives outlined above, overseeing progress, and resolving issues, as necessary, to keep the CCT Program moving on schedule. The Executive Board will monitor progress on each project against an agreed-to-schedule and will report to me on the status of all the projects on a regular basis.

I have directed the ASFE to organize a Clean Coal Technology Review Panel(s) (Review Panel(s)) for each project composed of senior staff members from MA, GC, and FE. The Review Panel(s) will be responsible for the day-to-day review, approval, and coordination of actions required to complete all Headquarter's activities for the pre-award period as well as any post-award activities, as assigned by the ASFE. The Executive Board is responsible for assuring that adequate and appropriate resources are made available to staff the Review Panel(s).

This directive does not change the current line responsibilities of the Assistant Secretary for Fossil Energy. The Assistant Secretary for Fossil Energy, however, requires timely assistance and support from other DOE Headquarters elements in order to accomplish the CCT Program objectives set forth in this directive. Accordingly, I have established these new organizational arrangements and management procedures to assure that the appropriate authority and accountability exists to expedite implementation of CCT projects.

I expect both the Executive Board and the Review Panel(s) to be operational before project selections for CCT-III are announced.

James D. Watkins  
Admiral, U.S. Navy (Retired)

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